



COMDTINST 5400.14

20 NOV 1991

COMMANDANT INSTRUCTION 5400.14

Subj: Coast Guard Academy Mission and Policy Statement

1. **PURPOSE.** This Instruction sets forth the mission requirements and policy statement for the U.S. Coast Guard Academy.
2. **DISCUSSION.** The U.S. Coast Guard Academy's mission is to prepare young men and women to be successful junior officers and career Coast Guard officers. This mission must be accomplished simultaneously with the granting of a Bachelor of Science degree from an accredited four year undergraduate institution. The Academy also provides numerous command and support functions to a wide variety of local commands. This Instruction provides broad guidelines and policy for the accomplishment of that mission. Such an institution is dynamic in nature and must adhere to the ever changing process of education and professional development. This document neither attempts to be nor is an all-inclusive or "cook book" package. Flexibility by program managers and the Academy is paramount to the accomplishment of the Academy's mission.
3. **POLICY.** Enclosure (1) contains guidance and policy for the operation and administration of the Coast Guard Academy. It defines parameters around which specific programs are to be developed to accomplish the stated goals of the Academy.

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4. ACTION. Headquarters program managers and Superintendent, Coast Guard Academy shall use this document for planning and support purposes.



G. D. PASSMORE
Chief, Office of Personnel
and Training

Encl: (1) Mission Requirements of the USCG Academy

MISSION REQUIREMENTS OF THE USCG ACADEMY

1. Institutional Mission.

- a. The United States Coast Guard Academy exists for the purpose of preparing young men and women for successful careers as commissioned officers in the United States Coast Guard. The Academy's historic mission statement addresses this purpose most directly. The historical "mission" of the United States Coast Guard Academy is "To graduate young men and women with sound bodies, stout hearts, and alert minds, with a liking for the sea and its lore, and with that high sense of honor, loyalty, and obedience which goes with trained initiative and leadership, well grounded in seamanship, the sciences, and the amenities and strong in the resolve to be worthy of the traditions of commissioned officers in the United States Coast Guard in the service of their country and humanity."
- b. The operational mission of the Academy shall be consistent with the scope of higher education in the United States. It is the official policy of the Coast Guard that the Academy will adhere to the norms and standards of highly selective civilian undergraduate institutions of similar size and educational philosophy. To meet the challenges posed by this mission, the Academy must strive to:
 - (1) maintain an environment that fosters a high sense of honor, loyalty, and dedication to service;
 - (2) provide a sound undergraduate education, with majors in fields of interest to the Coast Guard; and
 - (3) train and educate cadets in the professional entry level skills required for their careers as Coast Guard officers.

2. Institutional Requirements. The Coast Guard Academy can successfully meet the challenges presented by its overall mission and objectives by maintaining the following primary and continuing institutional requirements:

- a. Maintain a national reputation as a highly selective undergraduate institution that is fully accredited by the New England Association of Schools and Colleges, with engineering programs that are accredited by the Accreditation Board for Engineering and Technology.

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2. b. Offer high quality academic majors that reflect the needs of the Service and are attractive for college bound individuals. The number and specificity of the majors offered may be changed by the Commandant at his discretion or upon concurrence of the recommendation of the Superintendent. Present major offerings include:
 - (1) Civil Engineering
 - (2) Electrical Engineering
 - (3) Marine Engineering and Naval Architecture
 - (4) Marine Science (5) Math and Computer Science
 - (6) Government/History
 - (7) Management/Economics
- c. To meet the needs of the Service, the Academy should graduate and commission about 175 new officers each year. Large variations in the size of the cadet corps or the number of any one class place an unacceptable burden on the faculty and staff. Accordingly, the Academy should be staffed for a corps size averaging about 875 cadets including 15-20 international students.
- d. Recruit and enroll young men and women who can meet high mental, physical, and ethical standards and who can meet the demanding challenges of the Academy's programs and of a Coast Guard career.
- e. Maintain superior cadet standards of health and physical fitness and instill habits that will sustain life-long physical and emotional well-being.
- f. Provide 80-120 days of seagoing experience on CGC EAGLE and other cutters over a four year matriculation. Provide effective practical training in specific skills and capabilities required by Coast Guard officers, such as seamanship and navigation, Coast Guard operations, administrative procedures, protocol, and leadership.
- g. Emphasize the importance and application of professional ethics and require cadets to develop and practice a strong sense of personal honor.
- h. Operate well-organized, competitive programs in intercollegiate and intramural athletics.

2. i. Offer a variety of extracurricular, intellectual, cultural, musical, spiritual, and social programs that enrich cadet life and develop discipline, self-confidence, and teamwork.

3. Program Requirements. The Coast Guard Academy is organized into a number of functional divisions and activities whose primary objectives are to meet the above requirements. The major areas are academics, admissions, athletics, cadet administration and training, and support services. The specific requirements of these programs are:

- a. Academics. The Coast Guard Academy's academic programs have a double task; while they must seek to meet the high standards of American undergraduate education, they must also address the unique needs of the Coast Guard. To complete such a task, and thus meet the stated mission and requirements of the Academy, these programs are assigned a number of specific objectives. The desired outcomes of the Academic Division are that Academy graduates shall be able to:

- (1) Apply the basic skills of critical analysis, quantitative reasoning, and problem-solving to complex tasks in a broad range of contexts.
- (2) Integrate new ideas and information efficiently into a working conceptual framework that lends itself to continued expansion and refinement.
- (3) Prepare and deliver well organized and polished oral presentations to a variety of audiences on any topic within their field of competence.
- (4) Write clear, concise, persuasive, and grammatically correct passages on general or professional topics, from a paragraph to several pages in length.
- (5) Plan and coordinate operations with an appropriate balance of policy, people, and technology.
- (6) Design organizational structures and decision systems which are appropriate for the efficient accomplishment of Coast Guard missions.
- (7) Show evidence that they are capable of honest, realistic, and constructive self evaluation, that they can devise successful and creative strategies to develop their strengths and correct their weaknesses, and that they possess the

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3. a. (7) (cont'd) intellectual, moral, and physical stamina to follow through.
 - (8) Articulate their personal values and those of the Coast Guard and public service in general, recognize conflicts in value systems when they exist, and formulate reasoned arguments to support their resolutions of the conflict.
 - (9) Comprehend the diversity and interplay of economic, technological, political, social, climatic, legal, and cultural forces that shape the local and global environments in which the Coast Guard operates.
 - (10) Gain access to a broad range of information systems and locate desired data with reliability; make effective use of modern decision support systems.
- b. Admissions. The Admissions Division is responsible for identifying potential applicants, processing applications, and coordinating the selection of the finalists who will be offered appointments. The specific requirements of the admissions program are:
- (1) Identify a pool of potential applicants who meet the basic academic, physical, moral, and leadership standards for admission to the Academy.
 - (2) Publicize and promote the Academy and its programs using all means available including such programs as MITE, NAPS, and AIM to make sure all potential applicants are aware of the opportunity it presents.
 - (3) Encourage all qualified prospects to complete the application process.
 - (4) Select, from the qualified applicants, those who show greatest promise for completing the Academy's demanding program and serving the Coast Guard, their nation, and humanity as commissioned officers.
 - (5) Ensure that every possible effort is made to identify potential academically qualified minority and female applicants. Monitor all conventionally qualified minority and female applicants and strongly encourage both their completion of the application process and their acceptance of an appointment, if tendered. Ensure no artificial

3. b. (5) (cont'd) barriers exist which have a discriminatory impact on individuals due to their race, color, religion, national origin, or gender. The cadet corps and graduating classes should mirror the national undergraduate average of minorities and women graduating in scientific, engineering and technical programs.

c. Athletics. The Athletics Division is charged with preparing young men and women to perform the tasks of commissioned officers in the U.S. Coast Guard. They shall also conduct intercollegiate, intramural, and recreational athletic programs that will serve the cadets while at the Academy and promote their well-being throughout their life. The overall objective of the intercollegiate program is to participate in the appropriate number of intercollegiate sports allowed by the size of the cadet corps while maintaining the highest level of performance that is consistent with the Division III concept of the "scholar-athlete." The specific requirements of these programs are:

- (1) Minimum physical testing standards and proficiency in swimming must be met while a cadet at the Academy. These minimum standards are prescribed by the Commandant under the Coast Guard Wellness Program. For those not meeting these standards, a comprehensive remedial program shall be offered.
- (2) Cadets shall be instructed in techniques of First Aid, CPR, and Personal Defense.
- (3) The recreational program shall expose Cadets to a variety of activities with the goal of developing a lifetime interest in participation in team and individual sports to improve and maintain physical and mental well-being.
- (4) Structure the sports programs in such a way that the maximum numbers of cadets are given opportunities to compete.
- (5) Staff the programs with personnel who understand fully the role of athletics in the overall educational program of the Academy and who interact closely with the cadets as positive role models.
- (6) Provide and maintain proper equipment and facilities, observe strict rules of safety, and adhere to proven methods of training and supervision, in order to minimize the chances of

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3. c. (6) (cont'd) physical or psychological damage to cadet athletes in either competitive or recreational sports.

(7) Schedule intercollegiate contests with other institutions of similar size and with comparable academic standards and personal development philosophies.

(8) Guarantee that all cadets are provided equal opportunities to compete in quality athletic programs.

d. Cadet Administration and Training. The Cadet Administration Division is responsible for providing a military, social, and residential environment conducive to achieving the goals of the Academy. The Division is also charged with the design and operation of a professional training program to impart the specialized knowledge and skills required of Coast Guard officers. The specific requirements of these programs are:

(1) Provide professional training to prepare cadets to assume the duties of commissioned officers in the Coast Guard.

(2) Introduce cadets to the customs and traditions of the Coast Guard, encourage development of loyalty to shipmates and to the Service, and strengthen their commitment to public service as a primary value.

(3) Serve as the focus of the Academy's commitment to developing a strong sense of personal honor, and emphasize the behavioral aspects and practical consequences of adhering to a code of professional ethics.

(4) Coordinate well-organized extracurricular programs in intramural athletics, sailing, music, and other activities which develop discipline, self-confidence, and teamwork, and thus enhance the quality of cadet life.

(5) Offer professional counseling and career guidance services to all cadets.

(6) Evaluate cadets for suitability for service as officers in the U.S. Coast Guard.

(7) Provide a comprehensive program of leadership training.

3. d. (8) Ensure that comprehensive health care, both physiological and psychological, is provided.

(9) Administer and supervise the cadet regimental organization.

(10) Provide living accommodations for all cadets in keeping with a military environment.

e. Support Services. In order to maintain a physical environment in which its mission can be pursued most productively, the Academy must provide a wide range of support services. The specific requirements of these activities are to:

(1) Provide an adequate number of classrooms, laboratories, dining, and other instructional facilities of appropriate size and furnishings to accommodate the education and training objectives of the Academy.

(2) Develop appropriate plans and assign priorities so that the construction, renovation, maintenance, and management of the physical plant reflects institutional goals.

(3) Maintain and enhance the attractive and impressive appearance of the buildings and grounds, so that the Academy is a source of pride to the Coast Guard, cadets, faculty and staff, and the general public.

(4) Operate the physical facilities and utilities in a safe and cost-effective manner, ensuring any construction or renovation work complies fully with applicable building codes or procedural regulations especially those relating to access, safety, health, and the environment.

(5) Provide physical security of all personnel and property on the Academy grounds.

(6) Provide the necessary military and civilian personnel services for cadets, faculty, and staff.

(7) Manage the financial operations and business systems of the Academy, including budget administration, accounting and records, procurement, cadet finances, food services, property control, and non-appropriated fund activities.

3. e. (8) Provide such other support services as may be necessary or desirable for the achievement of institutional goals. These will include, but not be limited to, public affairs, civil rights and equal opportunity, legal counsel, communications, welfare and recreation, CG Exchange services, and health services.
- (9) Provide primary care (medical and dental) on an outpatient basis to eligible beneficiaries and limited inpatient care to active duty personnel and cadets. Support the health needs of tenant commands and Coast Guard units. Provide disposition for Medical Boards as directed.
- (10) Operate USCGC Eagle as an integral part of cadet training. Provide moorings, funding, maintenance, and personnel services support as necessary.
- (11) Provide oversight and space for the Coast Guard Museum such that it continues to be an integral ingredient in the preservation of the heritage and traditions of the Coast Guard and its tributary predecessors.
- (12) Provide support for tenant activities and commands including moorings for assigned CG vessels; operate a regional PERSRU; operate the Prospective Commanding Officer/Prospective Executive Officer Afloat course; operate the Coast Guard Band; operate the LORAN "C" course; provide contracting services to the R & D Center, and other support functions to the surrounding CG activities.

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